

Inclusive Leadership and Organizational Resilience to Human Resources Performance in East Kotawaringin Regency

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Abstract

The COVID-19 pandemic forced regional bureaucracies in Indonesia, including East Kotawaringin Regency, to adapt through service digitalization, civil servant training, and flexible work arrangements. Empirical evidence indicates that civil servant productivity declined by 12% during the pandemic but recovered significantly after the strengthening of inclusive leadership and organizational resilience. This study aimed to analyze the effects of inclusive leadership and organizational resilience on human resource (HR) performance in East Kotawaringin Regency during the 2020–2025 period. This research employed a quantitative approach using SEM-PLS analysis on data from 350 civil servant respondents and demonstrated that inclusive leadership significantly affected HR performance, both directly and through the mediating role of organizational resilience. Qualitative findings further supported these results by highlighting the role of inclusive leadership in reducing resistance among senior civil servants and encouraging younger generations to participate in digital innovation. This study contributes theoretically through the Inclusive Leadership–Resilience Nexus model and provides policy recommendations for strengthening adaptive, inclusive, and service-oriented local bureaucracies.

INTRODUCTION

The post-pandemic era has brought fundamental changes to organizational governance, including regional bureaucracies in Indonesia (Arifin et al., 2024; Faedlulloh & Yulianto, 2023; Indra et al., 2025; Judi & Kurniawan, 2024; Taufiqurrahman, 2024). The COVID-19 pandemic, which began in 2020, forced public organizations to adapt to new work patterns, such as Work From Home (WFH), service digitalization, and human resource restructuring. In this context, inclusive leadership has become increasingly important because it enables leaders to engage all organizational members, reduce resistance, and build trust amid uncertainty.

In East Kotawaringin Regency, Central Kalimantan, the dynamics of regional bureaucracy present significant challenges (Nugrahayu et al., 2022; Setiawan & Rahman, 2026; Yeager, 2024). Based on data from BPS East Kotawaringin (2020–2025), the productivity level of civil servants declined during the pandemic period (2020–2021), with the employee performance index decreasing by 12% compared with the pre-pandemic period. However, since 2022, a recovery trend has emerged, particularly following the implementation of public service digitalization policies and technology-based work adaptation training. Empirical data from 2020–2025 indicate a decline in civil servant performance during the pandemic, followed by a post-pandemic recovery trend. Inclusive leadership is essential to overcoming generational resistance and fostering a collaborative work culture. Organizational resilience has also become a critical factor in maintaining public service quality during periods of crisis (Adama et al.,

2025; Butkus et al., 2023; Cedergren & Hassel, 2024; Horák & Špaček, 2025; Yağmur & Myrvang, 2023).

Data from the East Kotawaringin BKPSDM (2023) show that 65% of civil servants had participated in basic digital training, while 38% had participated in advanced training. However, a competency gap remains between generations: younger civil servants tend to adapt more quickly, whereas senior civil servants often demonstrate greater resistance to change. This condition highlights the importance of inclusive leadership in accommodating generational differences and fostering a collaborative work culture.

Previous studies have extensively examined the relationship between leadership and employee performance. Nembhard and Edmondson (2006) found that inclusive leadership enhances psychological safety and team member participation in healthcare organizations. Carmeli et al. (2010) demonstrated that inclusive leadership encourages team creativity and employee involvement in creative tasks. Shore et al. (2011) emphasized that workplace inclusion strengthens individual commitment and performance. Meanwhile, research on organizational resilience by Lengnick-Hall et al. (2011) showed that human resource management plays an important role in developing organizational resilience through adaptive capability development. Mallak (1998) highlighted the importance of organizational learning in building resilience during crises. Teece (2007), through Dynamic Capability Theory, explained that adaptive organizations possess the ability to sense, seize, and transform in response to environmental changes.

Furthermore, organizational resilience is an important factor in maintaining sustainable human resource performance. The Ministry of Administrative and Bureaucratic Reform (PANRB) report (2024) indicates that public organizations with higher resilience levels are better able to maintain service quality despite facing crises. In East Kotawaringin, the public satisfaction index for digital-based public services reached 81.7% in 2025, increasing from 74.2% in 2021, indicating a significant recovery in service performance.

Based on the literature review, several research gaps motivate this study. First, research on inclusive leadership and organizational resilience has predominantly focused on private-sector organizations and healthcare institutions, while the context of regional bureaucracy in Indonesia, particularly during the post-pandemic period, remains insufficiently explored. Second, the mediating role of organizational resilience in the relationship between inclusive leadership and human resource performance has not been widely examined empirically, especially in bureaucratic environments facing digital transformation challenges and resistance to change. Third, studies on post-pandemic bureaucratic performance recovery remain fragmented, with limited integration of leadership and organizational resilience factors to explain the recovery dynamics of civil servant performance.

The novelty of this study lies in three main contributions. First, this research develops the Inclusive Leadership–Resilience Nexus model, integrating inclusive leadership and organizational resilience as determinants of human resource performance in the context of post-pandemic regional bureaucracy, which has received limited attention in previous literature. Second, this study examines the mediating role of organizational resilience in the relationship between inclusive leadership and civil servant performance, providing a more comprehensive understanding of how leadership influences performance through organizational adaptive capacity. Third, this study applies a mixed-method approach that integrates quantitative SEM-

PLS analysis with qualitative NVivo-based analysis, producing deeper and triangulated findings compared with previous studies that generally relied on a single methodological approach.

Furthermore, the novelty of this research is strengthened by its focus on East Kotawaringin Regency, which represents a regional bureaucracy experiencing ongoing digital transformation and organizational adaptation. The study covers the post-pandemic recovery period from 2020 to 2025, providing insights into the dynamics of bureaucratic performance recovery. In addition, this study examines generational differences among civil servants (senior and younger employees) in responding to digital transformation, representing a practical challenge in Indonesian bureaucratic reform.

This study aimed to analyze the effects of inclusive leadership and organizational resilience on human resource performance in East Kotawaringin Regency, both directly and through the mediating role of organizational resilience. The study also sought to identify factors influencing post-pandemic bureaucratic performance recovery and formulate policy recommendations to strengthen adaptive, inclusive, and service-oriented regional bureaucracy.

This research is expected to provide theoretical and practical benefits. Theoretically, this study contributes to the development of inclusive leadership and organizational resilience literature by integrating both concepts into the Inclusive Leadership–Resilience Nexus model within the context of post-pandemic regional bureaucracy. It also enriches Dynamic Capability Theory (Teece, 2007) by demonstrating how inclusive leadership contributes to the development of organizational adaptive capabilities and expands understanding of organizational resilience as a mediating mechanism in the leadership–performance relationship.

Practically, this research provides benefits for the East Kotawaringin Regency Government as evaluation material and a basis for formulating leadership development and organizational resilience strengthening policies within the bureaucracy. It also provides references for other government institutions in designing post-pandemic civil servant competency development programs, guidance for public sector leaders in implementing inclusive leadership practices to address organizational change, and input for policymakers at national and regional levels in developing sustainable bureaucratic reform strategies.

The relevance and urgency of this study are further strengthened by the role of organizational resilience in maintaining sustainable human resource performance. The Ministry of PANRB report (2024) indicates that public organizations with strong resilience are better able to maintain service quality during crises. In East Kotawaringin, the increase in the public satisfaction index for digital-based public services from 74.2% in 2021 to 81.7% in 2025 reflects significant service recovery. Therefore, this study provides empirical evidence on how inclusive leadership and organizational resilience contribute to improving human resource performance in East Kotawaringin Regency. The findings are expected to strengthen regional bureaucracy both practically through improved governance strategies and theoretically through the integration of inclusive leadership, organizational resilience, and human resource performance perspectives in the post-pandemic context.

METHOD

Approaches and Types of Research

This study employed a quantitative approach with a descriptive-verification method to examine the causal relationships among inclusive leadership, organizational resilience, and human resource performance. The quantitative approach was used to obtain objective findings through numerical measurement and statistical analysis.

In addition, this study incorporated a qualitative approach as part of a mixed-method design to strengthen the interpretation of quantitative findings through in-depth interviews with structural officials and civil servants in East Kotawaringin Regency. This approach enabled data triangulation, resulting in more comprehensive and reliable findings.

Location and Research Subject

The location of the research is the Government of East Kotawaringin Regency, Central Kalimantan Province, which has the characteristics of a regional bureaucracy with a level of digitalization and organizational adaptation that is developing.

The subject of the study is the State Civil Apparatus (ASN) in various regional apparatus, including offices, agencies, secretariats, and sub-districts. The selection of this location is based on empirical relevance: East Kotawaringin shows significant leadership dynamics and organizational adaptation after the global pandemic.

Population and Sample

The research population includes all active civil servants in the East Kotawaringin Regency Government, which amounts to around 2,850 people (BKPSDM, 2025).

The sampling technique uses proportional stratified random sampling, so that each regional apparatus is proportionally represented. The number of samples was determined using the Slovin formula with an error rate of 5%, so that around 350 respondents were obtained.

The inclusion criteria for the sample include active ASN with at least 3 years of service, directly involved in the public service process or internal management and willing to fill out questionnaires and participate in supporting interviews.

Data Types and Sources

This study uses two types of data: primary data: obtained through a questionnaire based on the Likert scale (1–5) and semi-structured interviews and secondary data: derived from SPBE, BKPSDM, BPS, and the Ministry of PANRB reports for the 2020–2025 period.

Data Collection Techniques

1. Questionnaire: to measure ASN's perception of inclusive leadership, organizational resilience, and human resource performance.
2. In-depth interviews: conducted on structural officials to understand the context of leadership and organizational adaptation.
3. Documentation: in the form of ASN performance reports, SPBE index, and community satisfaction data.

Data Analysis Techniques

The analysis is carried out in stages:

- a. Validity and Reliability Test which includes Validity tested using Corrected Item-Total Correlation (>0.30) and Reliability tested with Cronbach's Alpha (>0.70).
- b. Descriptive Analysis is describe the respondent profile and the score distribution of the research variables.

- c. Inferential Analysis with SEM-PLS (Structural Equation Modeling – Partial Least Squares)
The SEM-PLS method is used because it is able to test the relationship between latent variables simultaneously, both direct and indirect influences (mediation). The analysis was carried out using the latest version of SmartPLS software.

SEM-PLS analysis steps:

1. Outer Model: tested convergent validity (loading factor > 0.70), discriminant validity (AVE > 0.50), and construct reliability.
2. Inner Model: tests the relationship between latent variables through path coefficient and p-value (<0.05).
3. Mediation Test (Sobel Test): to see the role of organizational resilience as a mediator between inclusive leadership and HR performance.
4. Goodness of Fit (GoF): assesses the overall fit of the model.

- d. Supporting Qualitative Analysis

Interview data was analyzed using NVivo to find themes such as "ASN resistance", "leadership support", and "digital adaptation". The results of the qualitative analysis were used to strengthen the interpretation of the quantitative results.

RESULTS AND DISCUSSION

Description of research data

Table 1. Description of Research Data

Research Variables	Quantitative Indicators	Official Data Source	Statistical Value (2020–2025)	Interpretasi
Inclusive Leadership (X1)	ASN Perception Index on leadership involvement and fairness	Internal survey of BKPSDM Kotim (2025)	3.82 (Likert scale 1-5)	Leaders are considered to be quite inclusive, encouraging participation and open communication.
Organizational Resilience (Y)	Post-pandemic organizational adaptability and flexibility index	SPBE & BKPSDM data (2020–2025)	3.65 (Likert scale 1-5)	The organization shows good adaptability, although it still faces structural resistance.
HR Performance (Z)	ASN Productivity Index and Community Satisfaction with Public Services	BPS Kotim & PANRB (2025)	82.1% public satisfaction; 3.90 ASN productivity score	Human resource performance has increased significantly after the pandemic, supported by digitalization and training.
ASN Digital Training (Supporting Data)	Percentage of civil servants participating in basic and advanced digital training	BKPSDM Kotim (2023–2025)	68% basic training; 42% advanced	ASN is relatively adaptive to technology, although it needs to be improved in advanced training.
Regional SPBE Index	SPBE Value of the East Kotawaringin Regency Government	Ministry of	3.46 (Category Baik)	Bureaucratic digitalization is going well, supporting

Research Variables	Quantitative Indicators	Official Data Source	Statistical Value (2020–2025)	Interpretasi
		PANRB (2025)		organizational resilience and human resource performance.

Source: Primary data processed (2026)

In table 1 The research data shows that inclusive leadership within the East Kotawaringin Regency Government is in the high category with an average score of 3.82. This reflects that regional leaders have applied the principles of involvement, justice, and open communication in the management of ASN. Inclusive leaders have proven to be able to create a collaborative work climate and reduce resistance to bureaucratic digitalization changes.

Meanwhile, organizational resilience showed a score of 3.65, which means that the organization has good adaptability to changes in the post-pandemic work environment. SPBE and BKPSDM data show that the regional bureaucracy is able to maintain operational stability and the quality of public services despite facing a crisis. The main factors that support this resilience are the implementation of a flexible work system (WFH/WFO) and digital training for civil servants.

In terms of human resource performance, the results of the BPS and PANRB surveys show a significant increase. The public satisfaction index for digital public services reached 82.1%, while the productivity score of ASN was at 3.90. This increase shows that the combination of inclusive leadership and organizational resilience contributes directly to the effectiveness and efficiency of ASN's work.

Supporting data shows that 68% of civil servants have participated in basic digital training, and 42% advanced training, which strengthens the ability to adapt to the electronic-based government system (SPBE). The SPBE Index value of 3.46 (Good category) confirms that bureaucratic digitalization in East Kotawaringin has been effective and has become the foundation for improving human resource performance.

The data presented in Table 4.1 are eligible for use in the **SEM-PLS** (Structural Equation Modeling – Partial Least Squares) method because:

- The latent variables (X1, Y, Z) have measurable indicators on a Likert scale of 1–5.
- The sample size (≥ 300 respondents) met the minimum criteria for SEM-PLS analysis.
- The data is multivariate, allowing for testing of direct relationships and mediation between variables.
- Validity and reliability can be tested through the loading factor, Cronbach's Alpha, and Average Variance Extracted (AVE).
- The 2020–2025 empirical context provides a strong longitudinal basis for the analysis of post-pandemic trends and influences.

Data analysis and Research results

Validity and Reliability Tests

The research instrument in the form of a Likert scale questionnaire (1–5) was tested first:

- Validity:** An item is declared valid if the Corrected Item-Total Correlation value > 0.30 .

"Leaders involve ASN in decision-making" $\rightarrow r = 0.62$ (valid).

"ASN feels heard by the leadership" $\rightarrow r = 0.58$ (valid).

b) **Reliability:** An instrument is declared reliable if Cronbach's Alpha value ≥ 0.70 .

Inclusive Leadership: $\alpha = 0.83$

Organizational Resilience: $\alpha = 0.81$

HR Performance: $\alpha = 0.85$

All variables meet the reliability requirements, so the instrument is worth using.

Descriptive Analysis

Table 2. Survey data on 350 ASN respondents shows average scores

Variable	Mean Skor (Likert 1–5)	Interpretasi
Inclusive Leadership (X1)	3,82	High – the leader is quite inclusive
Organizational Resilience (Y)	3,65	Medium–high – adaptive organization
HR Performance (Z)	3,90	High – ASN is productive and responsive

Source: Primary data processed (2026)

Table 2 shows that ASN assesses inclusive leadership to be quite high, organizational resilience is relatively good, and human resource performance has increased post-pandemic.

Inferential Analysis with SEM-PLS

The analysis was performed using SmartPLS to test the relationships between variables.

a. Outer Model

- 1) The loading factor of all indicators $> 0.70 \rightarrow$ valid.
- 2) AVE all variables $> 0.50 \rightarrow$ valid.
- 3) Composite Reliability $> 0,80 \rightarrow$ reliabel.

b. Inner Model (Path Coefficient)

- 4) Inclusive Leadership $\rightarrow$ HR Performance: $\beta = 0.42$, $p < 0.01$ (significant).
- 5) Organizational Resilience $\rightarrow$ HR Performance: $\beta = 0.47$, $p < 0.01$ (significant).
- 6) Inclusive Leadership $\rightarrow$ Organizational Resilience: $\beta = 0.44$, $p < 0.01$ (significant).

c. Mediation Test (Sobel Test)

- 7) $a = 0.44$ ($X1 \rightarrow Y$), $b = 0.47$ ($Y \rightarrow Z$), $sa = 0.05$, $sb = 0.06$.
- 8) $Z = (ab)/\sqrt{(b^2sa^2 + a^2sb^2)} = (0.44 \cdot 0.47)/\sqrt{((0.47^2 \cdot 0.05^2) + (0.44^2 \cdot 0.06^2))} \approx 5.98 > 1.96 \rightarrow$
Significant mediation: Organizational resilience mediates the relationship of inclusive leadership to HR performance.

d. Goodness of Fit (GoF)

- 9) R^2 HR performance = 0.62 $\rightarrow$ model explains 62% variation in HR performance.
- 10) Q^2 predictive relevance = 0.41 $\rightarrow$ model has good predictive relevance.

Supporting Qualitative Analysis

Interview data analyzed with NVivo resulted in the main themes of Senior Civil Servants' resistance to the new digital system, Inclusive leadership encourages the involvement of young civil servants in innovation, Adaptive organizational culture strengthens bureaucratic resilience and Community satisfaction increases with the digitization of public services. This qualitative analysis reinforces the quantitative finding that inclusive leadership and organizational resilience play an important role in improving human resource performance.

Research Validity and Reliability

1. Internal validity: Guaranteed through SEM-PLS (loading factor, AVE, path coefficient) test.
2. External validity: Supported by secondary data (SPBE, BPS, BKPSDM).
3. Reliabilitas: Cronbach's Alpha dan Composite Reliability > 0,80.
4. Triangulation: Quantitative data is reinforced by NVivo qualitative analysis.

Analysis Results

1. Inclusive leadership has a significant effect on the performance of ASN human resources.
2. Organizational resilience has a significant effect on the performance of ASN human resources.
3. Organizational resilience has proven to be a key mediator in the relationship of inclusive leadership to HR performance.
4. The research model had strong predictive relevance ($R^2 = 0.62$; $Q^2 = 0.41$).
5. The qualitative analysis confirms that inclusive leadership and adaptive organizational culture are the main factors in the recovery of ASN performance after the pandemic.

The Influence of Inclusive Leadership on HR Performance

The results of the study show that inclusive leadership has a positive effect on human resource performance. These findings are in line with Nemhard & Edmondson (2006) who emphasized the importance of psychological safety in increasing employee participation. Carmeli et al. (2010) also affirm that inclusive leadership encourages team creativity, which ultimately increases productivity.

In the context of East Kotawaringin, inclusive leaders are able to reduce the resistance of senior civil servants and encourage the involvement of young civil servants in digital innovation. This contributes to improving the performance of ASN in providing public services.

The Effect of Organizational Resilience on Human Resource Performance

Organizational resilience has been proven to have a significant effect on human resource performance. These findings are consistent with Lengnick-Hall et al. (2011) who stated that resilient organizations are able to maintain performance despite crises. Teece (2007) through the theory of Dynamic Capability emphasizes that an adaptive organization has the ability to sense, seize, and transform to deal with change.

In East Kotawaringin, organizational resilience is reflected in the success of the bureaucracy in maintaining the quality of public services despite the pandemic. The increase in the SPBE index (3.46 Good category) shows the organization's ability to adapt to digitalization.

The Role of Organizational Resilience Mediation

Organizational resilience has been proven to mediate the relationship between inclusive leadership and HR performance. This means that inclusive leadership not only has a direct effect on performance, but also builds the organization's adaptive capacity that strengthens the performance of ASN. These findings expand the theory of inclusive leadership by adding the dimension of organizational resilience as a mediation mechanism.

Comparison with Previous Research

1. Shore et al. (2011) found that inclusive leadership increases employee engagement. The results of this study support these findings in the context of regional bureaucracy.

2. Mallak (1998) emphasized the importance of organizational learning in building resilience. This research shows that civil servant digital training is a key factor in strengthening organizational resilience.
3. Robbins & Judge (2017) state that HR performance is influenced by leadership and work environment. This study confirms that inclusive leadership and organizational resilience are the main determinants of ASN performance after the pandemic.

Conclusion of the discussion

1. Inclusive leadership improves the performance of ASN human resources directly and through organizational resilience.
2. Organizational resilience is a mediating factor that strengthens the influence of inclusive leadership on the performance of civil servants.
3. This research expands the literature by integrating the theory of inclusive leadership and organizational resilience in the context of post-pandemic regional bureaucracy.
4. Empirical findings show that digitalization, ASN training, and inclusive leadership are the keys to restoring bureaucratic performance in East Kotawaringin Regency.

CONCLUSION

This study demonstrates that inclusive leadership and organizational resilience are important determinants of improving civil servant (ASN) human resource performance in the post-pandemic period. The results of the quantitative analysis using SEM-PLS indicate that inclusive leadership has a direct effect on human resource performance and strengthens organizational resilience, which subsequently mediates the relationship. Therefore, inclusive leadership not only enhances civil servant motivation and engagement but also strengthens the adaptive capacity of bureaucracy in responding to crises. Organizational resilience has been shown to be a key factor in sustaining ASN performance. Resilient organizations are better able to maintain public service quality despite challenges related to pandemic recovery, generational differences among ASN, and infrastructure limitations. Empirical findings showing increased public satisfaction with digital public services further confirm that the combination of inclusive leadership and organizational resilience contributes to the recovery of regional bureaucracy. Theoretically, this study contributes to the literature by integrating inclusive leadership and organizational resilience concepts within the context of regional bureaucracy. Its empirical contribution is the Inclusive Leadership–Resilience Nexus model, which explains how inclusive leadership strengthens organizational resilience to improve civil servant human resource performance.

Based on the research findings and conclusions, several recommendations are proposed for relevant stakeholders. For the East Kotawaringin Regency Government, strengthening inclusive leadership practices is recommended through leadership development programs that emphasize participation, open communication, and psychological safety, as well as mentoring programs that bridge generational differences between senior and younger civil servants to support digital transformation. For human resource management, continuous competency development programs should be strengthened, particularly advanced digital training for senior civil servants who experience challenges in adapting to technological changes, along with reward systems that encourage innovative behavior and digital adaptation. For policymakers, the Inclusive Leadership–Resilience Nexus model can be considered as a reference for

strengthening bureaucratic reform policies, developing organizational resilience measurement frameworks at the regional apparatus level, and ensuring sustainable digital infrastructure development to support service digitalization. Future research is recommended to expand the research scope to other regions in Indonesia to examine the generalizability of the findings, apply longitudinal designs to analyze changes in the relationships among inclusive leadership, organizational resilience, and performance over time, incorporate additional variables such as organizational culture and employee well-being to enrich the model, and employ qualitative approaches to explore inclusive leadership practices more deeply within local bureaucratic contexts.

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